



Rapid Recovery Plan

2021

Edgartown



Acknowledgements



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The Local Rapid Recovery Planning (RRP) program is a key part of the Baker-Polito Administration's Partnerships for Recovery Plan, the strategy established to help communities stabilize and grow the Massachusetts economy as a result of the economic impacts brought on by COVID-19. The plan invests \$774 million in efforts to get people back to work, support small businesses, foster innovation, revitalize downtowns, and keep people in stable housing.

In addition to the planning program, recovery efforts include a Small Business Relief Program administered by the Massachusetts Growth Capital Corporation. This program, which concluded in May 2021, provided more than \$687.2 million to over 15,000 businesses across the Commonwealth, with a focus on businesses located in Gateway Cities, among demographic priorities, or operating in sectors most impacted by the pandemic. Cities, towns, and non-profit entities are using Regional Pilot Project Grant Program funding for recovery solutions that seek to activate vacant storefronts, support regional supply chain resiliency, and create small business support networks. To promote recovery in the tourism industry and support the ongoing My Local MA marketing initiative encouraging residents to support their local economies by shopping, dining and staying local, another \$1.6 million in grants were awarded through the new Travel and Tourism Recovery Grant Pilot Program. Through April 2021, MassDOT's Shared Streets and Spaces Grant Program has invested \$26.4 million in municipal Shared Streets projects to support public health, safe mobility, and renewed commerce.

In support of the overall recovery strategy, the Administration made \$9.5 million in awards for 125 communities to create Local Rapid Recovery Plans, through the MA Downtown Initiative Program. These plans address the impacts of COVID-19 on local downtowns and small businesses by partnering with Plan Facilitators and Subject Matter Experts to pursue locally-driven, actionable strategies.

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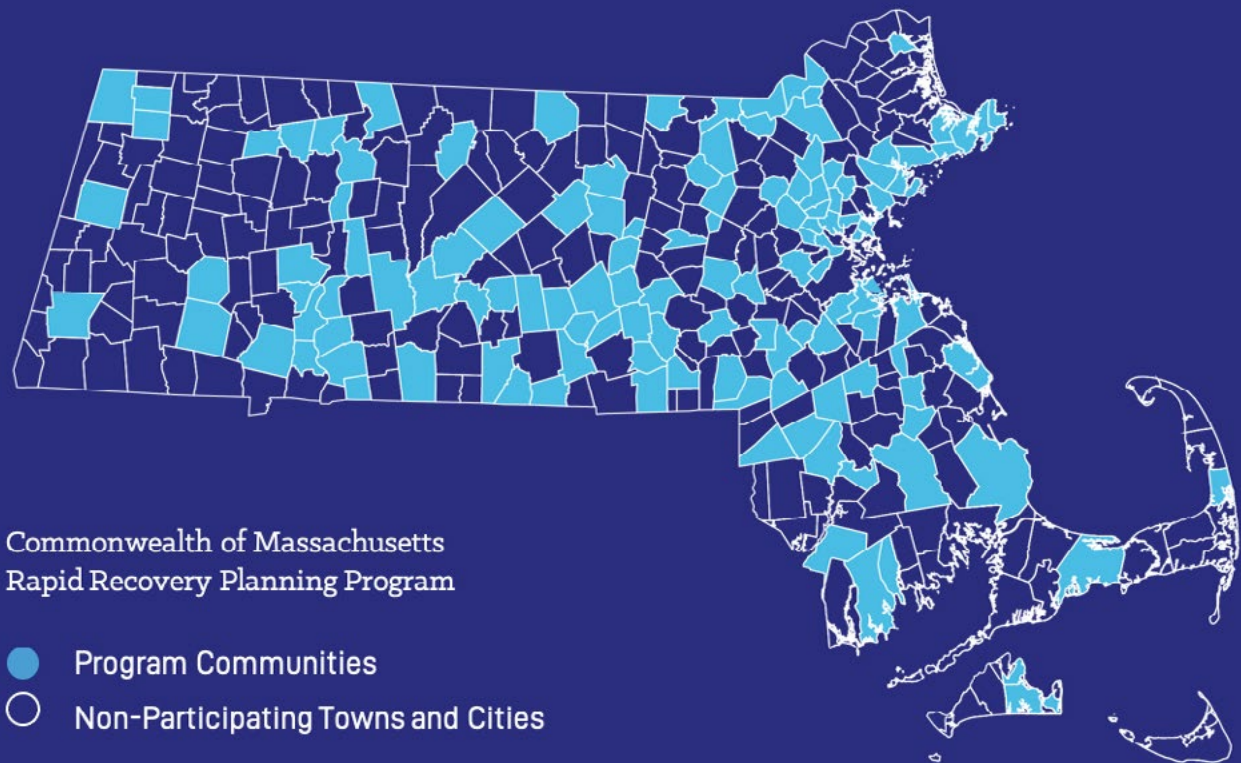
Table of Contents

Rapid Recovery Program	6
Introduction	7
Approach/Framework	8
Executive Summary	10
Diagnostic Key Findings	12
Physical Environment	13
Business Environment	13
Market Information	14
Administrative Capacity	14
Project Recommendations	18
(1) Formalize District Management (Administrative Capacity)	19
(2) Mobility Plan (Public Realm)	22
(3) Parking Solutions / Benefit District (Public Realm)	27
(4) Market / Economic Impact Study (Revenue and Sales)	32
(5) Wayfinding Master Plan + Touch Points (Cultural/Arts)	36
Appendix	39

125 communities participated in the Rapid Recovery Plan Program

52 Small Communities
51 Medium Communities
16 Large Communities
6 Extra Large Communities

Mass Downtown Initiative distributed nearly \$10 million across 125 communities throughout the Commonwealth to assess impacts from COVID-19 and develop actionable, project-based recovery plans tailored to the unique economic challenges in downtowns, town centers, and commercial districts.



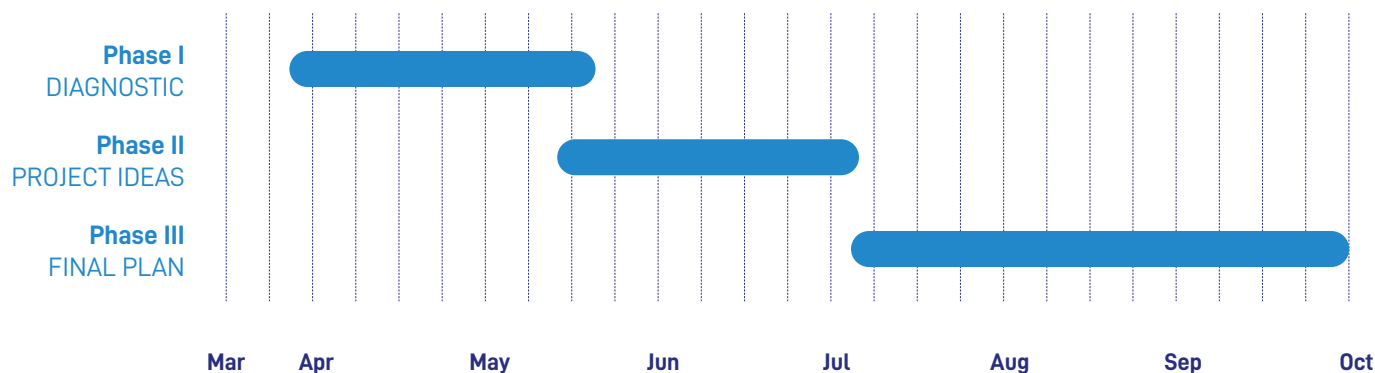
Rapid Recovery Plan (RRP) Program

The Rapid Recovery Plan (RRP) Program is intended to provide every municipality in Massachusetts the opportunity to develop actionable, project-based recovery plans tailored to the unique economic challenges and COVID-19 related impacts to downtowns, town centers, and commercial areas across the commonwealth.

The program provided technical assistance through Plan Facilitators assigned to each community applicant (e.g., city, town, or nonprofit entity) and Subject Matter Experts who supported the development of ideas for project recommendations and shared knowledge through best practice webinars and individual consultations.

Communities and Plan Facilitators were partnered through the program to assess COVID-19 impacts, convene community partners to solicit project ideas and provide feedback, and develop project recommendations. The following plan summarizes key findings from the diagnostic phase of the program and includes a range of priority project recommendations for the community.

Each Rapid Recovery Plan was developed across three phases between February-August 2021. Phase 1 - Diagnostic, Phase 2- Project Recommendations, Phase 3 - Plan.



In Phase 1: Diagnostic, Plan Facilitators utilized the Rapid Recovery Plan Diagnostic Framework that was adapted from the award-winning Commercial DNA approach as published by the Local Initiative Support Corporation (LISC) in "Preparing a Commercial District Diagnostic", and authored by Larisa Ortiz, Managing Director, Streetsense (RRP Program Advisor).

The framework was designed to ensure methodical diagnosis of challenges and opportunities in each community, and to identify strategies and projects that aligned with the interests and priorities of each community. The framework looks at four areas of analysis: Physical Environment, Business Environment, Market Information, and Administrative Capacity - each equipped with guiding questions to direct research conducted by Plan Facilitators.

Rapid Recovery Plan Diagnostic Framework



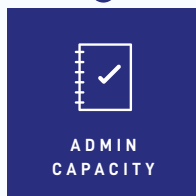
Who are the customers of businesses in the Study Area?



How conducive is the physical environment to meeting the needs and expectations of both businesses and customers?



What are the impacts of COVID-19 on businesses in the Study Area? How well does the business mix meet the needs of various customer groups?



Who are the key stewards of the Study Area? Are they adequately staffed and resourced to support implementation of projects? Are the regulatory, zoning, and permitting processes an impediment to business activity?

Following the diagnostic in Phase 1, Plan Facilitators, in close coordination with communities, developed and refined a set of recommendations that address priority challenges and opportunities. These project recommendations are organized in clear and concise rubrics created specially for the Rapid Recovery Plan Program. Project recommendations are rooted in a set of essential and comprehensive improvements across six categories: Public Realm, Private Realm, Revenue and Sales, Administrative Capacity, Tenant Mix, Cultural/Arts & Others.



Public Realm



Private Realm



Tenant Mix



Revenue & Sales



Admin Capacity



Cultural/Arts



Other

Executive Summary

Photo: @photographsundercover

Executive Summary

Focus on sustaining a resilient island community and you will in turn create a world class destination.

It is remarkable to consider just how much the economy of Edgartown has changed over the last century. From the "civic enterprise" that was the construction of the Harbor View Hotel in 1891 in a poverty stricken town not yet recovered from the loss of the whaling industry, to a place known globally for the quality and uniqueness of its preserved historic architecture and protected natural landscape. It is known, too, for the numerous traditions that come from being both part of a tight knit island community and a cherished summer destination. Edgartown delivers more than a high quality visitor experience -- it delivers the experience of being part of a community, for residents and visitors alike, no matter how long they stay.

In Edgartown, the economic impacts of COVID-19, as documented through the RRP survey, have been sizable:

- 82% of businesses reported generating less revenue in 2020 than they did in 2019
- 50% of businesses, revenue declined by 25% or more
- 75% were operating at reduced hours/capacity due to COVID-19 at the time of survey (March / April 2021)

And yet, the business community has shown itself to be remarkably resilient, collaborative and supportive of each other. Thus far, 2021 has been a year of a significant recovery in tourist visitation numbers. While many businesses suffered due to lost revenue from necessary closures during the 2020 season, some have continued to suffer (or close) due to the inability to find suitable employees for the work they offer. A number of factors are at play. The impact of the suspension of the summer worker Visa programs looms large, as does the ongoing concerns about the scarcity of affordable and market rate housing on island, undoubtedly made more challenging by the record-setting growth of the residential real estate market in 2020, as well as the impact of the growth of the housing supply dedicated to the short term rental (STR) market.

Now with new technology and new work cultures allowing for more remote work, Edgartown may anticipate growth in the number of visitors (and home owners) as well as the duration of time spent on island. This is likely to have an impact on the Edgartown economy and may present new opportunities for economic diversification. Further, the collective experience of the pandemic has lead to renewed conversations about community values and what it means to be an inclusive community.

In a post COVID-19 context, many communities highly dependent upon tourism have realized just how vulnerable this makes them to economic shocks. The RRP program experience has been about identifying strategies for targeted recovery, while also identifying ways to build in resiliency going forward. It is about creating the path for where we want the entire local economy to develop, including how we want to continue to evolve and shape the tourism industry that we host.



Adventure and resilience at the Martha's Vineyard Fishing Derby. The Derby Scholarship Fund awards scholarships to annually to qualified Vineyard students. Photo: @visitedgartown

Executive Summary, continued

The following pages outline key findings from our analysis as well as five proposals to support economic recovery and a more resilient future. These include:

1. **Support formal district management** to guide sustainable development and foster a more resilient and inclusive local economy.
2. Create a **Mobility Plan** to ease congestion, enhance biking & walking experiences, and create a more all-encompassing environment
3. Explore best practices to ease seasonal traffic congestion and parking frustrations (**Parking Benefits District**)
4. Conduct a **market study to quantify pandemic-induced changes** to Edgartown's demographics and tourism economy, allowing for more data-driven decision making moving forward
5. Create a **Wayfinding Program** with physical and virtual touch points, marking historic site and promoting universal stewardship of place.

The community of Edgartown knows that it has something special to steward and that working in close relationship with the towns on island is critical. And we also see that our visitors play an important role. Together we can all be caretakers of this precious and enigmatic island and the people who call it home.



As the pandemic forced closures and social distancing, many businesses quickly made the choice to pivot from their well honed-service models to new approaches. Bettini restaurant manager Bridget Ginley crafts handpainted signage to direct restaurant and hotel guest. Photo: @harborviewhotel

Diagnostic

*Main Street meets Edgartown Harbor
Photo: David Welch Photography*

Key Findings



Edgartown has a high rate of return customers who also respond well to new offerings and are eager for even more curated experiences (supported by better wayfinding).

Three important observations can be made about the Edgartown customer base:

- 1) Edgartown shows that it is possible to create a district that blends businesses that serve year-round residents, visitors and both. Continuing to improve Main Street for walking and biking - in turn improving customer flow - should strengthen and even diversify the customer base of all businesses. In this context, it is important that local residents continue to be vocal about the goods and services they would like to see locally -- and support those businesses that provide them.
- 2) While Edgartown is farther along than some towns on island in supporting a year round economy, it can go further. Due to ongoing international travel restrictions, New England is seeing a relative uptick in regional and national tourism activity. This is something that Edgartown is poised to capitalize on and guide -- particularly in relationship to broadening its shoulder season.
- 3) The savvy travelers who Edgartown attracts are loyal to long time businesses and also willing to pay for new offerings and, in particular, new experiences. All of these conditions provides Edgartown that chance to further diversify its offerings and even further articulate its niche as a destination -- positioning it further its function as a primary attraction within New England for domestic as well as international visitors.



The majority of Edgartown's physical environment is in excellent condition, with few exceptions, including its well-worn shared use paths and related infrastructure.

As most of the commercial area of Edgartown falls within a designated local historic district, all businesses, including franchise or multiple location (chains), are required to respect the historic character of the district. Further, there is a common pride of place among many property owners. The result is a high quality district that conveys a strong sense of place along with the promise of a unique retail experience. In the RRP survey, 75 % of businesses reported that they were satisfied with the condition of buildings, facades, storefronts and signage. 71% of businesses reported they were satisfied with the condition of public spaces, streets, & sidewalks

There are exceptions -- including several locations that remain vacant and/or have deferred maintenance -- and these stand out in contrast to the overall quality of the district. They also undoubtedly impact neighboring businesses; in an area offering a great deal of choice to those traveling on foot, closed businesses will literally result in less active streets. Additional technical assistance made possible through more formal district management may be one strategy for addressing those commercial properties that, for one reason or another, are inactive.

The biggest challenge Edgartown faces in stewarding its physical environment is in keeping up with demand for access. Ensuring that the shared-use path is high functioning and supported by appropriate infrastructure (signage, bike racks, public restrooms and route information) while continuing to promote a culture of mobility that is "car free whenever possible" and that also looks toward new solutions (EV shared vehicles for instances) is one of the best ways Edgartown can protect the investment in time, talent and resources it has already made in stewarding its built environments, not to mention the contributions this can make to broader climate change mitigation objectives.



Edgartown and the Board of Trade have worked hard to support local businesses and foster a culture of active community participation and support. The enduring and potentially untenable challenge COVID-19 has presented isn't a lack of customers, but a shortage of employees.

In order to tackle complex questions about labor supply and housing, as well as infrastructure demand, better data is needed to understand both changes in tourism trends post-COVID-19 as well as changes to residential population of Edgartown. New technology (cell phone data and geofencing) makes it easier and more cost effective than before to capture a picture of what is happening season-by-season as well as to make comparisons over time. This data, coupled with intercept surveys and data provided through transit partners can help paint a more granular picture to inform local community planning, to guide decision-making by local businesses and property owners, and to better articulate to the Commonwealth the role that Edgartown plays as an important magnet within the Commonwealth's broader tourism economy - including its impacts on and relationships to the South Coast and Cape Cod economies, as well as Boston through linkage by flight.



Limited town staff means that Edgartown relies heavily on the Edgartown Board of Trade for both marketing and other economic development planning and project management.

This strategy has worked well to date, but given new demands on the horizon, especially in the context of continued economic recovery objectives, there is a need to formalize this relationship to make it more sustainable and to ensure reoccurring funding for local economic development initiatives. Further, the Town may want to consider an additional district-based management approach - such as application to the Mass Cultural Council's Cultural District Program, which would create structure for development of arts & culture (but not necessarily focus on other blue/green economy development opportunities).

Revenue generated from a parking benefits district would be one strategy for establishing dedicated, reoccurring revenue that can go toward marketing and economic development projects in the district, along with other physical district enhancements.

In addition or alternatively, the Town may want to consider adding planning/economic development staff to manage future projects and to work closely with partners across all sectors.



Highlights from the Physical Environment

A HIGH QUALITY BUILT ENVIRONMENT AIMING TO DOUBLE DOWN ON COMMUNITY RESILIENCY

Edgartown offers a great example of a town, private sector, non-profits and residents working together in stewardship to enhance both the public and private realms to the benefit of all who enjoy the streetscape of Edgartown. This doesn't happen without clear articulation of shared community values. Pressing challenges identified before COVID-19 - demands on waste water and broadband infrastructure, affordable housing, job security and climate preparedness, have in some cases have been made more severe by the pandemic and must be confronted.

A TOWN BEST EXPERIENCED ON FOOT OR BY BIKE

Limiting the number of automobiles that come on island and making it possible - even favorable - to circuit effortlessly by bike, boat, on foot and/or shared electric vehicle and mass transit is paramount to sustaining a high quality community experience for all. In the last 18 months, many have realized the potential to be based on Martha's Vineyard for remote work or have chosen to relocate here for lifestyle reasons; this in turn has contributed to a surge in construction (and construction trucks) on island. Further, regional and national tourism has made a strong recovery, though many visitors are still reluctant to use mass transit. Under these conditions, the risk of automobile traffic becoming untenable is real. Strong mass transit infrastructure (especially as home prices grow) is also critical to maintaining affordability and job access for much of the island's employment base. Without key workers present on island, costs would be much more expensive for all visitors and residents.

BIKING AND WALKING AS PART OF THE EDGARTOWN BRAND

Continuing to reinforce traveling on foot and by bicycle as part of the community brand, following the lead of other communities - from Amsterdam to Copenhagen, to other island communities such as Nantucket and Mackinac Island - is one of the single most strategic steps that Edgartown can make. From a branding standpoint, much has already been achieved; now physical infrastructure and wayfinding needs to catch up in order to make this a reality for more people.



Edgartown maintains a high quality private realm because business owners share a common pride of place and know that the quality of the streetscape experience of place is part of what makes the town a successful destination. Photo: @visitedgartown



Bicycles make their way into wedding photos at the Harbor View Hotel. Photo: Catherine M Band (Threkeld), @Catherinemband

Highlights from the Business Environment

COMMUNITY BRAND AMBASSADORS

There is no doubt that Edgartown's major hotels play an out-sized role in shaping the continued physical development of the Town and in providing the majority of jobs. That being said, the numerous small businesses in the district, both those who own and those who rent the space they occupy, are also formidable in the roles they play. In many cases, they -- especially those individuals who have lived and worked on the island for years -- make a strong impact on visitors' perceptions of the community and its local culture. Interactions with them contribute greatly to visitors' understanding of the Edgartown "brand."

Sustaining conditions where both residents and visitors can interact with ease is essential to protecting this brand value over time. It is in this context that planning for economic resiliency -- perhaps especially for a tourist-based economy -- must also engage broader community issues including housing, mobility / infrastructure, education and environment conservation.

LOTS OF STORIES STILL TO SHARE

Many people - residents and visitors alike - are attracted to Edgartown because of its long and complex history, its intimate relationship to the sea, and even more recent lore stemming from beloved recreational traditions (Jaws, anyone?)

As competition for retail dollars becomes even more competitive - especially where e-commerce is now the norm - Edgartown can continue to harvest from its heritage and use it as a base for inspiration and new storytelling. What this means specifically in the context of economic recovery: more investment in curated itineraries and experiences; continued tending to the Edgartown brand and the values it represents; and further amplification of local cultures through products, events and experiences.

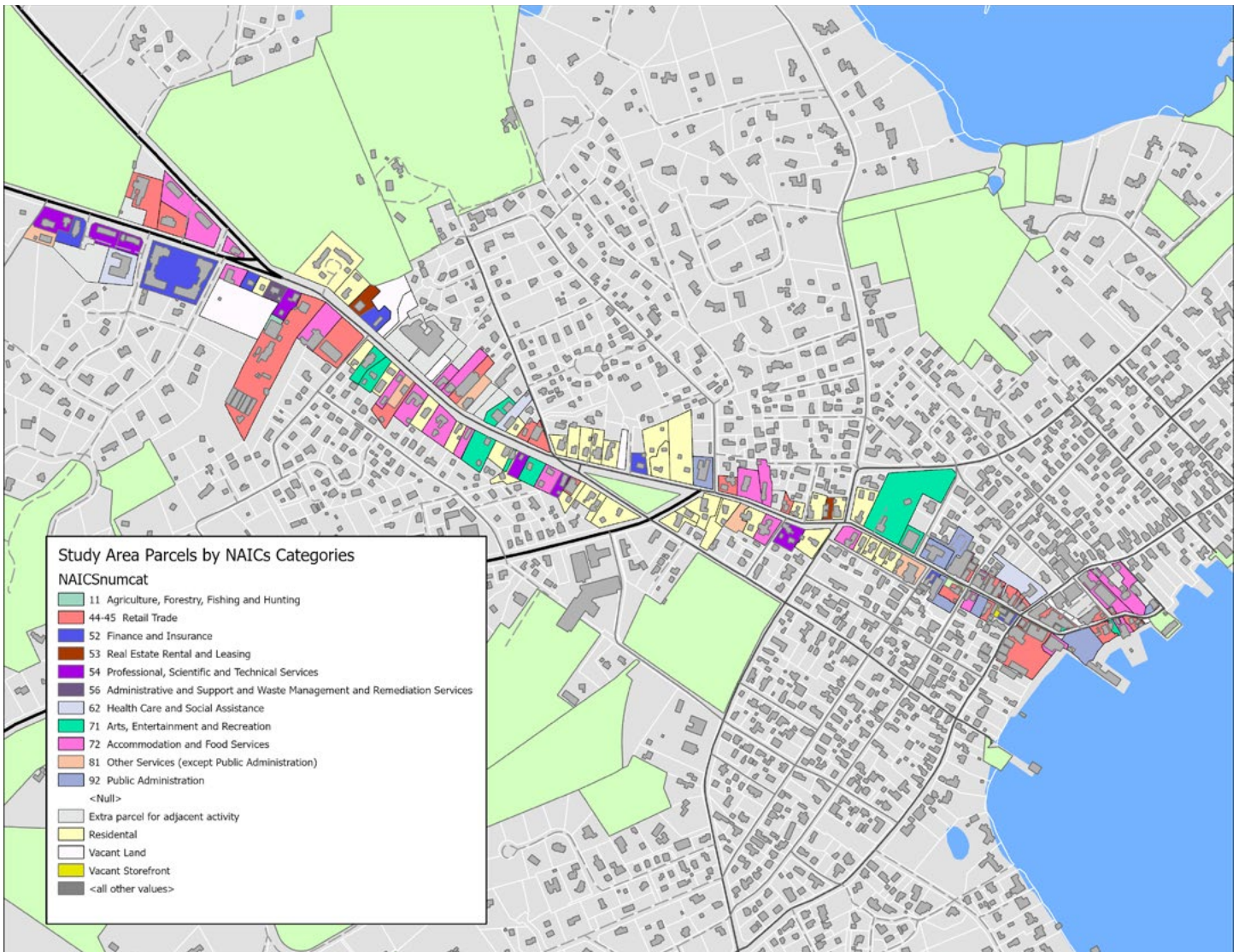
Edgartown is a community of many faces and many perspectives. By sharing stories from the diversity of people in our community, we can all connect more deeply -- and in particular help our guests to see themselves not just as consumers, but among a rich social fabric in which they also contribute to island life.



Owner Phil Hughes at Wheel Happy Bikes
Photo: Elizabeth Cecil on @visitedgartown.com



Chef Noe Ortega and his "work family" from Bettini Restaurant at the Harborview Hotel. Photo: @noeortega10



Parcels characterized by NAICS (North American Industry Classification code system) code for ground floor activity.

Note that some parcels include more than one business and/or business category, but have been characterized by a single category.

- 194 ground floor businesses were identified in the study area.
- Upper Main Street is particularly diverse, including many services geared toward serving year round residents as well as other businesses (B-to-B activity).
- Lower Main Street reveals a higher concentration of retail, as well as accommodation and food services (hospitality) industries.
- The middle parcels of Main Street include some residential parcels as well as parcels that can be characterized as vacant land or extra parcels (parking) for adjacent activity.

Developed parcels by unit count (not square footage):

23% Retail Trade
 18% Residential
 14% Accommodations and Food Services (Hotels, restaurants)
 8% Other Services
 5% Professional, Scientific and Technical Services
 5% Arts, Entertainment and Recreation
 4% or less: All Other Categories
 2% Vacant Storefront as of May 2021

Edgartown RRP Study Area
Source: Zapalac Advisors



Project Recommendations

Photo: Elizabeth Cecil

Formalize District Management

Category		Administrative Capacity
Location		Entire District
Origin		Edgartown Board of Trade
Budget		Medium: \$50,000-\$200,000 depending upon how the program is scaled and for what duration.
Timeframe		Short Term (<5 years)
Risk		Low Risk. There is a greater risk in not working to ensure that economic recovery planning responsibilities are covered.
Key Performance Indicators		<ul style="list-style-type: none"> • Success in securing grants for all RRP projects • Smooth management and successful completion of each project (each having its own KPIs) • Establishing a more permanent formal district management structure
Partners & Resources		<ul style="list-style-type: none"> • Town of Edgartown + Edgartown Board of Trade • Mass Cultural Council • MOTT • MDI



Cultural District: Cultural Districts drive economic growth, strengthen our distinctive local character, and improve the quality of life of families across Massachusetts. By supporting arts, humanities, and science organizations, Cultural Districts attract tourists and entrepreneurs, which in turn help communities foster their cultural sector and expand their tax base. (massculturalcouncil.org)



Mass.gov

Tourism Destination Marketing District:

A Tourism District is a clearly defined geographic area in which a special assessment is levied against any hotel or motel within the district that is subject to room occupancy excise tax. (mass.gov)

A variety of programs and frameworks can be help inform district management approaches and/or provide key resources and structure.



World Tourism Organization (UNWTO): Global Code of Ethics in Tourism, working toward the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs)

Diagnostic	<p>How does this project respond to key challenges and opportunities that were identified during the diagnostic phase of this project?</p> <p>The Town of Edgartown does not presently employ any staff whose primary role is to oversee economic development, including economic recovery planning responsibilities. This is a critical gap given the town relies heavily on tourism for direct and indirect revenue, and the Town's commercial district plays a central role in this activity. As an industry, tourism has been hit extremely hard by the impacts of COVID-19 and will likely continue to experience fluctuations as the market responds to new variants, new outbreaks, and other impacts.</p> <p>The Edgartown Board of Trade (EBT), led by an executive director, is the primary business association of the Town. In addition to advocacy and promotion on behalf of member businesses, the organization manages a set of annual special events that attract visitors to Edgartown, raise funds for several organizations (through ticket sales, etc.) and ensure several high revenue days for Edgartown businesses. As COVID-19 has unfolded, the Board of Trade has worked in numerous capacities to help its members, apply for grants on behalf of the Town, develop strategic communication, and serve as the primary organization on point for Rapid Recovery Planning.</p> <p>What are the harmful impacts of COVID-19 that this project seeks to address?</p> <p>The prolonged closure of businesses due directly to COVID-19 and then indirectly, to a lack of labor, poses risks to the integrity of our entire local economy, not just the specific businesses closed. Ensuring that district management is in place to pursue economic recovery resources and drive recovery projects is essential not just for any one business, but for all.</p> <p>How did COVID-19 create or exacerbate the issue you are seeking to address with this project?</p> <p>The need to respond quickly to changing economic conditions exposed the challenges of guiding economic development without dedicated town staff or a district-based organization in place. Even with the potential to apply for federal recovery funding, there is currently no one identified with the primary role of pursuing and overseeing the strategic utilization of these funds.</p>
Action Item	<p>Support formal district management to guide sustainable development and foster a more resilient and inclusive local economy.</p>
Process	<p>Goal: create a formal management structure that can identify additional resources and funding opportunities while simultaneously guiding sustainable development</p> <ul style="list-style-type: none"> • Identify and convene a "district management" advisory group • Confirm UNWTO guiding principles and discussion how they apply to Edgartown: <ol style="list-style-type: none"> 1. Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity. 2. Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance. 3. Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation. • Confirm near term needs and long term objectives, as well as an human resources already engaged in leading these efforts: <p>Near term:</p> <ol style="list-style-type: none"> 1. Grant identification and grant writing for economic recovery 2. Economy recovery project management 3. Economic recovery project implementation and reporting <p>Longer term:</p> <ol style="list-style-type: none"> 4. Explore and put in a place a durable district management strategy. In addition to examining a longer term MOA between the Town and the Edgartown Board of Trade, evaluate applying to the Mass Cultural Council's Local Cultural District program and to the Commonwealth's Tourism Destination Marketing District program. 5. Plan integration of recovery planning projects with master planning process 6. Plan integration with anticipated further projects (municipal harbor plan update, etc.)



Best Practice

Determine a District Management Model for Downtown Reading



Admin Capacity

Ann McFarland Burke,
Downtown Consultant

Reading, MA

- A Massachusetts Downtown Initiative grant provided Technical Assistance. The town provided staff support and early coordination
- See RRP Compendium: Administrative Capacity for other Best Practice examples.

In the case of Reading, the goal was the establishment of a sustainable downtown organization with a defined program, sustainability model and appropriate staff support.

- A large broad-based community advisory committee was formed to provide input and feedback. A survey was widely distributed to community residents, businesses and other stakeholders provided insight into program priorities and community preferences.
- In addition to community outreach events and community forums, panels featuring executive directors of different types of downtown organizations described their programs, challenges and models.
- A consultant guided working sessions with the advisory committee to discuss specific model alternatives / cost and benefits, to build consensus and arrive at a preferred model.
- The effort transitioned from a city-led effort to a BID steering committee comprised of property owners, businesses, and other stakeholders. While a BID structure may not necessarily be the right outcome for Edgartown, working to ensure key responsibilities are covered through formal agreements between the Town, the EBT and parties may prove to be an efficient way to be sure District Management, Community Branding, Economic Development and Economy Recovery Planning are undertaken without adding additional permanent town staff.

Develop an Edgartown Mobility Plan

Category		Public Realm
Location		Entire town, but with focus on Main Street and Dock Street and the broader Edgartown Historic District
Origin		Edgartown Board of Trade
Budget		Medium: \$50,000-\$100,000 depending upon how the program is scaled. Projects likely to come out of plan: High, TBD, \$1-\$3 million
Timeframe		Short Term (<5 years)
Risk		Medium Risk. (See process)
Key Performance Indicators		<ul style="list-style-type: none"> Bike/walk volume on shared use paths, key sidewalks and intersections Visitor counts in stores and restaurants. Satisfaction - survey results Business sales receipts or anecdotal evidence
Partners & Resources		<ul style="list-style-type: none"> Town of Edgartown Martha's Vineyard Transit Authority MassDOT: Allan deBettencourt, MV Highway Superintendent Edgartown bike shops Stores and restaurants (particularly for participation during PR campaigns, annual event and data collection)



Above: Summer traffic into Edgartown causes congestion all along Main Street.
Source: Jeanna Shepard for the Vineyard Gazette

Needed safety improvements to the shared used path would benefit residents and visitors alike and enable more car-free travel across the island.



Diagnostic

How does this project respond to key challenges and opportunities that were identified during the diagnostic phase of this project?

As a historic and human-scaled coastal community situated in a relatively flat landscape, Edgartown is best experienced on foot, by bike or by boat. These modes of travel allow for more direct engagement with Edgartown's unparalleled natural setting and its historic architecture -- not to mention the ability to encounter other people and a greater likelihood to go into stores (if already on foot and not having to hunt for a parking space). With the Elementary School, Library, and Council on Aging only blocks from Main Street, prioritizing the pedestrian experience simultaneously increases access for families and seniors.

In recent years and especially post COVID-19, it appears that an increasing number of second homeowners and visitors are relying on cars and that construction related traffic has also increased, compounded by the VTA & Town moving away from "shoppers shuttles" and other programs that had encouraged sustainable travel. Increased congestion means that the quality of place / town experience is compromised for all. Social distancing requirements during the pandemic made this all the more pronounced: in a compact urban fabric -- where every square foot counts -- cars are taking up valuable real estate.

Edgartown and other island communities are fortunate to be connected by a well-appreciated but incomplete shared use path that is in need of repair and refinement. Edgartown is already known as a community where people like to walk and bike -- but with the number of cars now present, the town's street network is now regularly exceeding its carrying capacity, requiring police detail for management.

A new comprehensive mobility plan can outline a strategy to limit automobile dependency where possible (via "nudge" practices) and promote biking and walking. Inclusive in this plan should be approaches for incentivizing the use of mass transit as well as the exploration of a parking benefit district (as outlined in another priority project), both of which can reinforce walking and biking culture.

What are the harmful impacts of COVID-19 that this project seeks to address?

Pandemic conditions revealed that Edgartown's sidewalks are not wide enough to support social distancing requirements. Increased vehicular congestion regularly necessitates traffic control by police.

How did COVID-19 create or exacerbate the issue you are seeking to address with this project?

Outdoor dining has proved to be popular, at least in the near term, and would be even more feasible going forward if in fact there was a decreased demand for parking. (If outdoor dining is to be considered as a permanent program, a more complete evaluation is necessary to ensure the program is equitable for all businesses.)

These and other conditions suggest a comprehensive approach to mobility strategy is necessary. A key need is help with prioritization of solutions that lead to a significant system change, not just minor improvements.

Action Item**Create Mobility Plan to ease congestion, enhance biking & walking experiences, and create an all-encompassing environment****Conduct a comprehensive multi-modal study that will:**

- Develop a comprehensive vision for improving mobility and reducing congestion.
- Explore specific mobility needs of all user groups, including families with young children and seniors
- Identify strategies for transit, walking, biking, demand management solutions, parking and vehicle access
- Develop an implementation program and identify funding
- Identify & implement early-action projects and pilots
- Identify key physical improvements needed, including connecting the shared use path into downtown
- Identify key programmatic, policy and regulatory changes

Concurrent with study, evaluate implementing several potential strategies, including:

Policy & Regulatory Strategies --

- Update policies & regulations related to ridesharing services (taxis & car/ride sharing) to better support this activity while also limiting conflicts during pickups and drop offs.
- Engage MVTA as a critical partner to improve transit ridership
- Explore changing municipal street regulations to improve flexibility of standards & rules, better-accommodating multi-modal streets, curbs and other accommodations
- Evaluate changing parking standards to align with non-auto goals, promote sharing of existing resources, and reflect high-cost of parking provision
- Enforce sidewalk, bike lane and transit stop violations

Demand Management Strategies --

- Work with hotels to develop a program to encourage guests to come to the island without a car. (Build on prior programs, such as the 2013 walking tour that the Harbor View Hotel printed for guests in coordination with the museum.)
- Develop thematic / interpretive routes, storywalks and recreational itineraries to encourage walking and biking.
- Work with existing bicycle rental companies to understand key factors that drive rentals -- and then reinforce these.
- Identify what role ridesharing services can play to mitigate car dependency
- Plan comprehensive wayfinding (physical signs and virtual information) to support safe and enjoyable mobility.
- Develop campaigns to promote mode shift
- Promote annual/regular event ("block party") that reinforces key mobility concepts and adapts as necessary.

Non-Motorized Mobility Strategies –

- Install more bike racks
- Install more crosswalks to minimize network gaps
- License pedi-cabs between dark woods and waterfront
- Explore additional shuttle service from dark woods in smaller, more-frequent vehicles
- Designate on-road buffered / protected biking accommodations & bike parking
- Pilot off-peak street closures to expand pedestrian space & outdoor dining
- Install raised crossings / intersections to alleviate difficult ADA ramp installations & slow traffic
- Install bollards to prevent sidewalk parking
- Install curb extensions to improve crossing visibility
- Consider adding a walk-on only Chappy ferry to disincentivize driving

Driving Strategies –

- Price prime parking to incentivize use of remote lots
- Replace on-street spaces with walk, biking & dining infrastructure to incentivize use of remote lots
- Consider converting downtown parking spaces to small / electric car only spaces

Process

In summary, address all modes of transit and all transport needs:

- Address high season traffic congestion + high crash areas
- Promote walking and biking by key ensuring infrastructure, mass transit linkages, and system information are available
- Improve shared use path condition and connectivity
- Plan for continued innovation in rideshare, EVs, driverless and delivery tech
- Integrate effective connections to harbor, ferries, airport
- Ensure accessibility for access to schools and jobs
- Provide app-based route information and itineraries to facilitate advance planning for travel, starting from off island ferry terminals (choice architecture)

Goal: A safer, more enjoyable mobility experience for residents and visitors alike

Action:

1. Identify and secure study funding
2. Draft and finalize study scope (town) to include public engagement, goals identification, data collection & analysis, multi-modal needs assessment, strategy development and action planning.
3. Write an RFP for a consulting team (transportation /mobility planning lead) and select a team.
4. Form an ad hoc committee for input; coordinate with the master plan committee.
5. Plan for early action / pilot implementation project(s)
6. Identify appropriate roles & responsibilities to implement all recommended strategies, including municipal departments, private partners and island-wide agencies
7. Develop multi-year capital and operations program
8. Launch pilot project(s)
9. Develop funding / financing plan for all recommended strategies
10. Complete conceptual designs to be eligible for transportation improvement program (TIP) funding

Risks (detailed):

- Social/cultural - getting over the convenient factor of traveling by car
- Merchants/businesses – overcoming the misperception that cars equal paying customers
- Town Departments – accepting solutions that limit/remove space for automobiles
- Residents – accepting changes that may put more cars, bikes or walkers on their street

Timeframe:

- As soon as funding is available
- Initiate pilot projects this calendar year
- Complete study in 2022
- Evaluate closing high traffic streets to cars on a temporary basis or schedule. (Run as a one-year pilot - testing out days in each season.)
- Obtain funding for additional projects in 2022
- Coordinate timing with Edgartown Master Plan



Best Practice

Go Boston 2030 (Mobility Plan)



Public Realm

City of Boston

Boston, MA

- Developed through a variety of public engagement strategies
- Addresses transportation challenges and their relationship to other issues, such as housing and job access
- Takes a system thinking approach: unifies all projects and policy updates necessary to achieve community-directed mobility goals
- Designed to expand transit options, connectivity and safety while helping prepare the community for climate change + tech changes impacting mobility
- Serves as a blueprint to direct capital plan funding and tool for matching work to state and federal funding
- Process could be scaled appropriately for Edgartown

VISION	BOSTON TODAY	PUBLIC VISIONING	GOALS & TARGETS	EARLY ACTION PROJECTS
DRAFT FOR PUBLIC REVIEW				
<h2>Access</h2> <p>Make Boston's neighborhoods interconnected for all modes of travel</p>				
<p>Vision</p> <p>"Seamless," "convenient," and "easy to navigate" could be new ways to describe traveling in Boston. Residents and visitors alike will have multiple travel options to any destination, regardless of their personal ability, income, or background. Quality jobs, educational opportunities, healthy food, and cultural facilities will be accessible from every community. Getting between neighborhoods or connecting to the surrounding region will be easy to do without having to travel downtown.</p>	<p>Goals</p> <p>Provide many travel choices that close to every home</p> <p>Every resident will have a variety of transportation options within a short, walkable distance from their home and workplace. Transit stops, Hubway stations, and car-share amenities will be available in every neighborhood and connected seamlessly to facilitate trip making. A resident who wants to visit, say Franklin Park from her home in Savin Hill, and prefers not to drive, will have around-the-corner access to transit or be able to ride-share with a neighboring family.</p>	<p>Streets and transit accessible for everyone from ages 8 to 80</p> <p>Boston's streets will become user-friendly for people who have not historically been at the center of roadway design. Travelers of all backgrounds will have easy access to all parts of the city at all times, especially populations that face personal mobility challenges, including parents with small children, older adults, young people, and people who are differently-abled. Roadway and station improvements, maintenance decisions, and snow clearance will demonstrate a commitment to being walk-friendly, transit-supporting, and bike-welcoming.</p>	<p>Connect low-income communities to job-rich districts</p> <p>Recognizing that many neighborhoods outside of downtown contain important job clusters but lack robust transit access, areas such as Longwood, Logan Airport, and the South Boston waterfront will be prioritized for improved transportation options that connect to low-income communities. Expanding the hours of train and bus service and providing transportation subsidies to access improved educational choices and start new jobs will benefit residents who have been disconnected from these opportunities.</p>	<p>Transit, bicycle, and roadway cross-town connections between neighborhoods</p> <p>Boston's transportation networks will no longer be focused on funneling traffic and people into downtown but will provide high-quality circumferential connections as well. Direct routes and hubs for transfers will provide cross-town options by foot, bike, transit and car, connecting Brighton and Dorchester, Roslindale and Columbia Point, or Fenway and South Boston. An expanded ferry system will link communities along the Harbor.</p>
<p>Go Boston 2030 48</p>				

Excerpt from GoBoston2030: Defined Vision and Goals for Access
Source: GoBoston2030

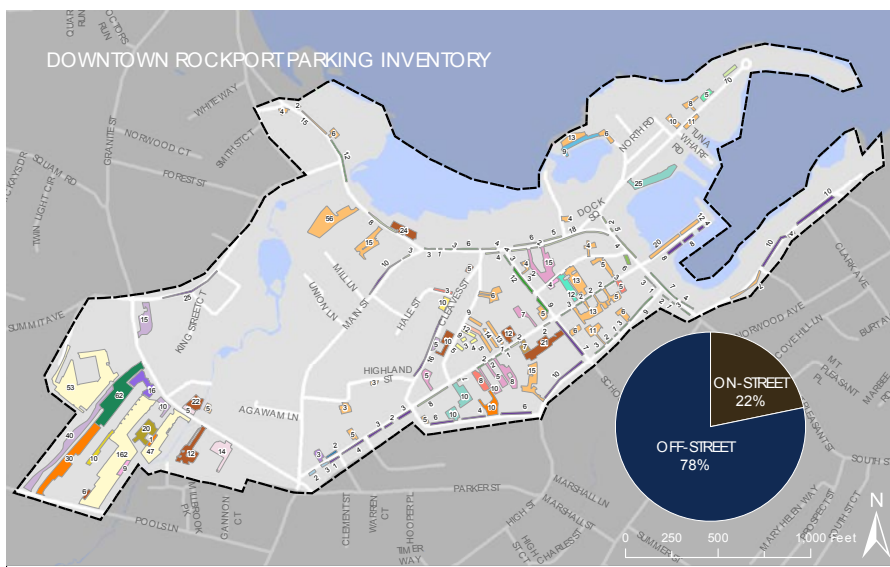
Explore Parking Solutions / Benefit District

Category		Public Realm
Location		Entirety of Main Street as well as primary streets in the Edgartown Historic District. Boundary to be confirmed through process.
Origin		Edgartown Board of Trade
Budget		Medium: (<\$200,000) Estimate \$25K-\$50K for study; \$150K-\$175K for implementation, training, education. See budget notes in appendix.
Timeframe		Short Term (<5 years)
Risk		Medium risk (see next page)
Key Performance Indicators		<ul style="list-style-type: none"> • Reported satisfaction with parking from a variety of users • Revenue capture directly allocated to downtown beautification and capital improvements • Satisfaction with program management by citizens • Amount of improved public realm • Business receipts (if available) • Customer counts (if available) • Parking revenue generated from new priced parking assets
Partners & Resources		<ul style="list-style-type: none"> • Town of Edgartown (Edgartown Public Works Department, Board of Selectmen, Planning Board, Parking Representative) • Edgartown Board of Trade Vineyard Transit Authority • Martha's Vineyard Commission • MassDOT: Allan deBettencourt, MV Highway Superintendent • Edgartown Council on Aging • Edgartown Parks Department



App-based technology can be used to show drivers available parking supply and costs, along them also to reserve and pay instantly.

Right: Stantec's parking study for Rockport MA started with a full inventory of spaces by typology and regulation.



Diagnostic

How does this project respond to key challenges and opportunities that were identified during the diagnostic phase of this project?

COVID-19 has provided Edgartown citizens an opportunity to recalibrate as they navigate their path to economic sustainability. While Edgartown saw a sobering reduction in visitors during 2020 due to the pandemic, it also experimented with creative activation of outdoor spaces (such as outdoor dining). The pandemic also contributed to a record setting year in an already robust housing market, along with increased second-home occupancy. All of these events underline the importance of getting ahead of traffic and mobility issues, as well as housing and labor shortages.

What are the harmful impacts of COVID-19 that this project seeks to address?

Thus far in 2021, traffic and demand for parking has been significant - likely a combination of factors that need to be parsed out: residential construction, increase in second-home utilization, new residents to the island and an increase in the number of visitors (reflecting pent up and/or increased demand).

How did COVID-19 create or exacerbate the issue you are seeking to address with this project?

Implementing a downtown parking benefit district is seen as a step towards more sustainable tourism and achieving a more equitable community. The parking benefit district would contribute to implementation of a Complete Streets plan and complement (and potentially help underwrite) intensive programming of the downtown district with outdoor, multi-generational events.

Risk Details:

Social: implementing a paid parking system might meet resistance from some residents as well as some business owners. However, familiarity with other seasonal congestion pricing (ferry tickets) and access programs (beach passes) means that this will not be an entirely new concept to residents or visitors. Rate changes to the existing beach passes (during peak season) may be necessary to create higher revenues to cover both the debt and Parking Benefit District (PBD) expenditures.

Technical: an app-based parking system favors those who are technologically agile; kiosks and online technology requires ongoing management and associated costs.

Financial Operations/Cost and returns: it would likely be necessary to put the program implementation on the Town Meeting warrant. Parking revenues will exceed parking costs, with net dedicated to PBD programs. (Legal review would be required.) In order to be successful, clear information about implementation and ongoing management/service costs is essential, as are accurate projections about probable parking revenue for each season. The establishment of a dedicated fund may require special administrative and legal knowledge.

Action Item**Explore a Parking Benefit District & MassDOT best practices around parking as part of a broader Mobility Plan for Edgartown**

A Parking Benefit District (PBD) is a specific geographic area in which parking revenues can be collected and used to fund a wide range of improvements and programming in the District. The enabling legislation allows communities to leverage parking management strategies for Downtown revitalization and economic development. Funds may be used for a range of purposes such as:

- Parking, maintenance, operations, enforcement
- Wayfinding and signage
- Walking and biking infrastructure and amenities
- Streetscape (benches, planters, landscape maintenance)
- Outdoor spaces for dining and entertainment
- Management, marketing and events

The Town of Edgartown would benefit from a PBD as it would help to better manage growing parking and traffic congestion in Downtown while dedicating parking revenue as guided by the Edgartown Board of Trade (the main business organization driving economic development) to beautification efforts and capital improvements in Downtown, especially during the peak season.

Potential Outcomes:

- Smartphone payment systems
- Space utilization data / technologies (potentially real-time)
- Web-based data about space availability (and even, potentially, reservations) to help mitigate traffic congestion
- Data about parking demand to provide discrete insight about peak congestion periods for better traffic / tourism management.
- Data to support seasonal price adjustments and congestion pricing, as well as tailored pricing by vehicle type (construction truck, etc.)
- Incentives to use other modes of transportation
- Funding for needed non-auto improvements
- Funding for other beautification efforts
- Funding for a district manager

Multiple Intents:

- Ease seasonal congestion and reduce time spent looking for parking.
- Enhance town experiences for islanders and visitors alike.
- Contribute to a sustainable and resilient community, as time spent idling/looking for parking accounts for a significant percentage of congestion and fuel use.
- Contribute to safe streets and sidewalks - reduce risks of accidents and conflicts during frenzied pursuit of parking spaces.
- Promote use of underutilized parking spaces and encourage drivers (through more favorable pricing) to use remote lots.
- Secure uncaptured revenue (most parking is currently free) and use for district management and maintenance.
- Require a portion of revenue be used to promote walking, cycling, and public transit use within the district, including potentially subsidizing bus tickets for all riders and making free wifi available to ensure use of online schedules, etc. (*This in turn could help mitigate labor shortages and affordable housing issues in Edgartown.)

Ovearching Goals: Take stress and congestion out of parking; generate revenue; provide helpful data for ongoing planning.

Process

Key Steps:

Parking Study: It is highly recommended that clear parking utilization data is collected to determine where parking pricing is warranted or needs adjustment. The data collection should encompass areas of highest demand plus a boundary zone to help identify the limits of pricing and the PBD geography. Local stakeholders can collect data and guide municipal staff to modify on- and off-street regulations in response to actual parking demand, which often results in notable changes to parking fees, time-limits, spans of payment, violation fees, enforcement activities and more that can create higher revenues for the PBD while improving parking availability for customers and visitors. Wayfinding, management agreements, improved connections, better lighting and other strategies are typical recommendations. Often professional consultation is advisable. This study can provide guidance and quantitative backup on how best to garner support for the implementation of priced parking.

Study Area Definition: The PBD boundary must be defined to establish the area within which parking revenues can be segregated and later expended. Typically, this is driven by parking study results as well as the entirety of a defined commercial district where PBD expenditures are intended. A community may have multiple PBDs.

Designation of Management Entity: The PBD will require an entity to manage it, which includes the mechanics of distributing revenues, selecting projects and programs to fund, approving and managing projects, marketing, and reporting. There are multiple entities that are candidates, such as a specific municipal department, a working group, a Business Improvement District (BID) or Main Street district, Board of Trade, Planning Department Team, or a new entity formed to manage the PBD.

Designation of Improvements Program: For transparency and accountability as well as planning purposes it is important to designate a prioritized list of improvements for the PBD to fund. Steps to take to do this include reviewing past or ongoing planning efforts (such as a Comprehensive Plan, District Plan, or Parking Management Plan) to identify elements that a PBD might fund. The process may also include identifying additional supporting investments. Ideally, all investments will impact the metered area, so that customers, business owners, and residents alike see that their parking revenue is reinvested locally. The management entity should maintain the Improvements Program.

Designation of Parking Fund: In Massachusetts, PBDs are typically set up through an Enterprise Fund or a Special Fund. Enterprise funds are a separate accounting mechanism for municipal services for which a fee is charged. The account lasts a minimum of three years and does not require a separate bank account. A Special Fund resides separate from the General Fund and may be subject to appropriation annually or operate independently (a Revolving Fund).

Procurement of Parking Pricing Technology: Identification of the general parameters for pricing (as identified during the parking study) will help define the type of equipment needed. Considerations include accessibility, internet access, cash payment, aesthetics, sidewalk impacts, user friendliness, cellular connectivity, wifi coverage, maintenance, electrical power, collections accounting, credit transaction processing, technology upgrades, cybersecurity, annual costs, and debt service.

Timeframe Details:

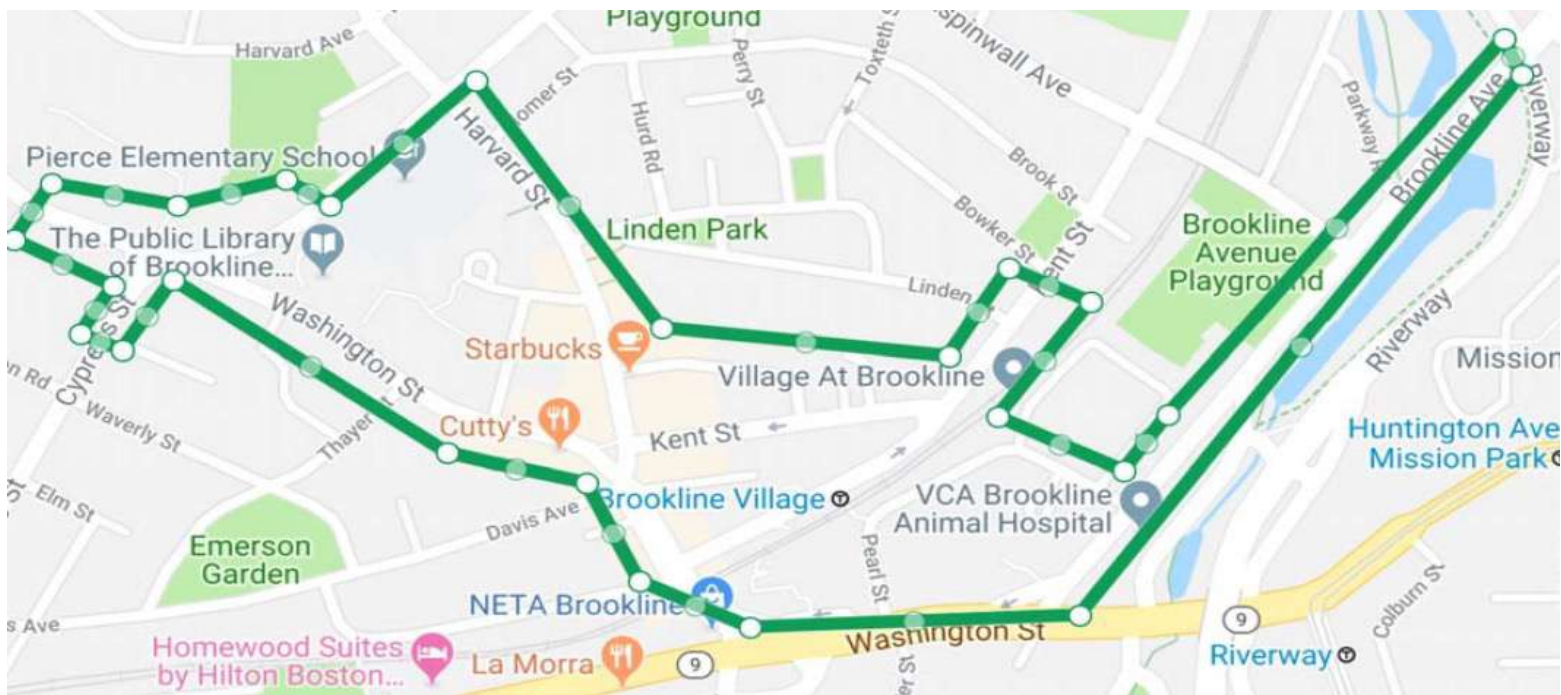
Fall 2021 – March 2022: Preliminary Parking Data Collection, Draft & advertise parking study RFP and PBD Program Development

April 2022: Receive parking study & pricing recommendations; Present PBD Approval Proposal at Town Meeting

May 2022: Purchase payment equipment

August 2022: Install equipment and pilot / adjust system; conduct PR campaign to educate public

September 2022: Begin payment collection



Brookline's PBD Map. Source: May 2019 Annual Town Meeting

Best Practice

Establish Parking Benefit District to Better Manage Parking Resources and Enhance Village Vitality



Stantec Consulting, Inc.

Brookline, Massachusetts





The Brookline Parking District Advisory Board was established and is comprised of local businesses and residents. The BVPBDAB defined the area of the parking benefit district. Ongoing tasks include:

- Recommending an annual budget
- Reviewing and adjusting parking rates, as necessary, and expenditures in the PBD to the Select Board for approval
- Making recommendations related to parking/traffic operations and temporary or permanent physical changes to the Transportation Board and/or DPW as appropriate and making recommendations related to public art to the Arts Commission.

The creation of the PBD was intended to help Brookline respond to the commercial decline of Brookline Village and an increase in vehicle congestion. Through the creation of a PBD, funds from meters in a Parking Meter Zone could be allocated to expenditures and Town budgets used to create improvements that continue attracting visitors and businesses, including:

- Accessibility improvements to sidewalk infrastructure
- Public art recommendations from the Arts Commission
- Parking and traffic operational improvements (related to needs identified by the Transportation Board and/or DPW)

Conduct Market / Economic Impact Study

Category		Revenue and Sales
Location		Entire Town
Origin		Edgartown Board of Trade
Budget		Medium: \$50,000-\$200,000 Preliminary estimate: \$160,000, possible as Phase I: \$25,000; Phase II: \$135,000
Timeframe		Short Term (<5 years) Less than two years will quarterly reporting. See details in Process.
Risk		Low Risk. While data collection can be cumbersome, increase in electronic data (ticket reservations, consumer transactions) opens up new possibilities for efficient collection and sampling. Developing a defensible methodology for quantifying the economic impact of tourism in Edgartown on the Commonwealth economy is likely the greatest challenge - but there are precedents from which to learn.
Key Performance Indicators		<ul style="list-style-type: none"> • Peer review of data collection methodology and preliminary findings • Quarterly reports of findings • Use of data for planning by all critical partners as well as MA elected officials at all levels of government. • More effective marketing of Edgartown leading to more effective tourism management long term
Partners & Resources		<ul style="list-style-type: none"> • Steamship Authority and other ferry services • Martha's Vineyard Airport • Edgartown Board of Trade • Town of Edgartown (permits, business registrations, STR management and documentation, parking information) • Critical event managers, for example - the Martha's Vineyard Marathon and the Martha's Vineyard Fishing Derby • Vineyard Transit Authority • Martha's Vineyard Commission • Martha's Vineyard Arts & Culture • Martha's Vineyard Chamber of Commerce • MassDOT • MOTT • Cape Cod Chamber of Commerce & Cape Cod Commission on methodology (and possibly for peer review) • Sheriff's Meadow Foundation • Trustees of the Reservations • Vineyard Trust • National Park Service • National Park Foundation

Diagnostic

How does this project respond to key challenges and opportunities that were identified during the diagnostic phase of this project?

The LRRP diagnostic phase revealed no contemporary data on the number of annual visitors to Martha's Vineyard or Edgartown in particular.

Understanding types and quantities of visitors is essential for effective tourism management, including mitigating negative impacts and point loading on infrastructure.

Edgartown's unique circumstances as a major destination on Martha's Vineyard as well as a draw to New England means it plays a particularly important role in the broader regional tourism economy; without good data, this role is likely undervalued and under protected.

As Edgartown plans to update its town master plan and its municipal harbor plan in the near future, having improved data is essential - especially to ensure adequate infrastructure for a variety of harbor dependent industries. 2020 census data now available will provide an important data context in which to consider pandemic-induced populations fluctuations, as well as changes in labor demand.

What are the harmful impacts of COVID-19 that this project seeks to address?

Preliminary findings suggest that the pandemic has caused a shift in visitation demand, while exacerbating an already pronounced seasonal labor supply shortage. This has resulted in changes in labor practices on the island -- both within the tourist economy (doing more with fewer employees; eliminating certain services) and beyond it (relocation of remote workers as well as new companies to the island).

How did COVID-19 create or exacerbate the issue you are seeking to address with this project?

It is critical to understand the relationship between these changes and population fluctuations in order to ensure Edgartown continues to recover from the pandemic while also creating more resilient infrastructure and a more resilient year round economy that thrives on tourism but is not solely dependent upon it.

Action Item

Conduct a market / economic impact study to quantify the number of visitors to Edgartown and their economic impact, as well as pandemic-induced population fluctuations and changes in labor demand.

Use findings to inform community planning and decision-making for businesses and property owners, and to quantify the value of the Edgartown as a destination within the New England economy.



Edgartown 4th of July, pre-COVID-19
Source: Elizabeth Cecil on @visitedgartown

Process

While the Martha's Vineyard Commission is responsible for undertaking studies on key island issues and is revising their methodology for documenting island wide visitation, Edgartown proposes to develop a methodology that includes a granular approach to data collection at the town level. We believe this will be beneficial for comparing and/or combining findings from other MVC data collection efforts and also refining data collection methods that other towns may replicate in the future.

KEY STEPS / TIMELINE:

- Identify potential data sources and resources partners
- Confirm primary research questions
- Design data collection methodology as soon as funds are available.
- Plan phased data collection that will require a full year in order to collect data in all seasons plus some final processing time. Release preliminary findings quarterly.

(1-3 months) – RFP process including drafting, bids, and selection of Managing Firm (Phase I, at least. Scope will depend upon funding available and timing)

To approach this program in a successful manner, it will require an experienced market researcher who should be engaged to create and manage the program in which the data collected will serve to formulate informed decisions that are validated through the data.

(3-6 months)– Creation of research methodology, approval of methodology, work with key partners to implement data collection methodology in preparation for data collection

The market researcher needs to:

- Help refine research questions
- Identify and confirm potential data sources and resource partners
- Create efficient methodology to collect and translate raw data into actionable metrics for public policy
- Report findings to stakeholders

(6-21 months) – 12-month data collection period, quarterly reporting of results, final report on overall impact of tourism in Edgartown to town & other key partners

- Share findings (and collected data) in a way that it can be understood by the community and used by planners and policy makers. Final Report on findings should include historical comparisons Pre-COVID-19 as well as during COVID-19, identification of sector health and suggestions on how to improve
- Work with Martha's Vineyard Commission, Steamship Authority, Edgartown Harbor Master, Airport and other critical partners to plan regular updates.



Best Practice

Understanding people flow and visitor typologies through cell phone data



Public Realm

Venice / City of Venice

Venice, Italy

- Cell phone data and geofencing allow the city of Venice to better understand the strategic visitor flows (SVFs) in/out of the historic city center (a group of islands).
- Data provides information on "home" locations of users such that it can be linked to identify different visitor types: residents, daytrippers, short term visitors, temporary residents, etc. as well as demographic and psycho-graphic characteristics (spending patterns, etc.)
- When coupled with other data (ferry and hotel occupancy, etc) and intercept surveys, it can paint a robust picture of the volume, character and impact of flows of people in and out of the city.
- A growing number of vendors provide similar services for understanding U.S. retail markets. A distinct methodology would need to be crafted for Edgartown / Martha's Vineyard, but work in Venice offers a helpful starting point.

Tracking visitors by country and area



The authorities hope that tracking visitors will help them understand better the flow of tourists.

Julia Buckley

Tourism and other types of flow made possible because almost everyone carries a cell phone. Data use complies with privacy laws. Among other uses, data also informs emergency operations and preparedness.

Source: Above Venice SpA and below: Julia Buckley for CNN

Wayfinding Master Plan + Implementation of Key Physical and Virtual Touch Points

Category		Arts and Culture with impact in all categories
Location		RRP Study Area + broader commercial district
Origin		Edgartown Board of Trade
Budget		Medium: \$50,000-\$200,000 depending upon how the program is scaled. Preliminary estimate: \$130,000
Timeframe		Short Term (<5 years)
Risk		Low Risk: virtual components; installed signage components will require a bit more planning to be sure they manifest shared community values / aesthetics
Key Performance Indicators		<ul style="list-style-type: none"> • Feedback from users • Feedback from hotels, stores and restaurants profiled in various programs • Digital application and social media analytics indicating high rate of use and return users
Partners & Resources		<ul style="list-style-type: none"> • EBT Members • Martha's Vineyard Art Association, Martha's Vineyard Museum • Edgartown Historic District Commission, Vineyard Trust • Sheriff's Meadow Foundation, DCR, Trustees of the Reservations, Historic New England • Steamship Authority • Local & National Media • MOTT



(L) Specialized apps such as products from Cuseum offer a great range of flexibility for providing critical wayfinding information, interpretive content and real time event info; these can also integrate reservations, payment and donation components. (M) Public art by Ovis Osbord Ward honors Edgartown's Whaling heritage and serves as a helpful landmark. (5) Directional signage should reflect community values, be aesthetically compatible, useful, minimal and durable.

Diagnostic	<p>How does this project respond to key challenges and opportunities that were identified during the diagnostic phase of this project?</p> <p>82% of businesses reported generating less revenue in 2020 than they did in 2019. As tourism has returned, COVID-19 has resulted in an increase in automobile traffic in town. We know that better wayfinding can help mitigate auto congestion as well as pedestrian congestion that sometimes takes place on our streets. Strategic wayfinding can drive behavioral change, educating people on route options and resources, and encouraging them to take walk or bike when possible. This, in turn, paves the way for more positive and memorable shopping and dining experiences. Based upon the number of times shoppers ask for directions to major landmarks, etc, we know wayfinding can be made both clearer and more intuitive as well as more inspiring -- helping visitors to forge deeper, more meaningful relationship to the natural and cultural heritage of Edgartown.</p> <p>What are the harmful impacts of COVID-19 that this project seeks to address?</p> <p>Strategic wayfinding, when linked with shared marketing, can directly aid in retail recovery during the high season by serving as the framework for developing a wide variety of curated itineraries; it can also give people more reasons to visit at all times of year and greatly aid in advance planning of travel.</p> <p>How did COVID-19 create or exacerbate the issue you are seeking to address with this project?</p> <p>Wayfinding including both physical and virtual touch points offers a high degree of flexibility in relationship to social distancing requirements; content is also invaluable for training seasonal hospitality staff -- especially after disruptions in staffing and turnover -- ensuring they are knowledgeable ambassadors of the town.</p>
Action Item	<p>Create a Wayfinding / Visitor Experience Master Plan to Guide Production of Physical and Virtual Touch Points</p>
Process	<ul style="list-style-type: none"> • Determine who will manager project on behalf of the Town • Identify and apply for relevant grants • Contract with Planning Consultant to lead (across multiple components): <ol style="list-style-type: none"> 1. Participatory master planning process, including community values workshop to confirm values-based design and key interpretive themes as well as guiding principles for all components (IRL and mobile engagement, multi-vocalism, integration of user-generated content and other storytelling approaches.) Identify and discuss key user demographics / behavior assumptions using available data. Set program goals. 2. Site research, inventory key resources (natural/recreational/cultural + transit & visitor infrastructure) 3. Sourcing of interpretive images and media (ex: historic photos) for specific components 4. Design and production of interpretive content for specific physical and virtual/digital components including an update-able compelling interpretive map, route guides and a social media campaign launch. 5. Concept design for interpretive content and complementary programs (thematic itineraries, seasonal programs, integration with major events, etc.) that may be completed in future phases or developed by the community 6. Style guide and brand integration guide 7. Coordination with mobility consultant on wayfinding data (ex: route information, distance to, etc.) 8. Signage design and specification as well as placement recommendations (compliance with ADA, etc.) 9. Engagement with critical partners on integration of virtual wayfinding content (maps, information, sound and other application elements); discussion about reservation, payment and donation application + film/ multimedia components that may be included now as an additional component or in a future phase 10. Guidance to the Town on bid process for signage fabrication and installation services 11. Coordination with key partners on launch, including social media campaign #1 and PR. 12. Preliminary budget for all priority content and components

PADDINGTON PUBLIC ART TRAIL



The Paddington Partnership

LONDONIST
www.londonist.com

Paddington Public Art Trail



Cultural/Arts

Paddington Train Station District

London, England

- A thematic art trail design to help with wayfinding and drive business activity in the area around Paddington Train Station. A consistent style / brand contributes to sense of place.
- Critical info provided via links. Virtual and printed maps can be updated as new art and key streetscape improvements are completed.
- Landmarks serve as anchors to share specific stories, themes and values with visitors, who can in turn share their experiences via social media.

Source: *Paddington Public Art Trail / the Paddington Partnership / Londonist.com*

DISCOVER PADDINGTON

Bridges, bronzes, busts and bears make up a stunning range of public art pieces. The trail contains 22 different installations and sculptures, charting Paddington's industrial heritage, medical and scientific pioneers, engineering and military history, royal, stage and literary connections. The Public Art Trail tells the story of Paddington's past and its regeneration.



UNKNOWN SOLDIER

Charles Sargeant Jagger
Bronze / Unveiled November 1922
Platform One, Paddington Station

At the height of World War One, almost twenty thousand mailbags were transported from Britain to France every day carrying almost two million letters to the front line. This monumental bronze by Sargeant Jagger MC (b. UK 1885 - 1934), himself a veteran of Gallipoli, was unveiled by Viscount Churchill on Armistice Day, 11 November 1922, exactly two years after the Unknown Warrior had been laid to rest at Westminster Abbey. It captures a soldier as he reads a letter from home and honours the employees of the Great Western Railway who died in both World Wars, and whose names are retained in a sealed casket within the plinth.

As part of the ongoing memorials to World War One, during 2014, members of the public were invited to write a letter to the soldier with thousands being submitted. All of these letters are available to read online as a permanent memorial. *Unknown Soldier* is one of Sing London's Talking Statues, with the narrative here written by Tony Harrison and voiced by Patrick Stewart.

Visit thispaddington.com or follow us on Twitter @thispaddington for more information about our trails, events, places to eat and things to do in Paddington.
© The Paddington Partnership and Londonist, 2016.

PADDINGTON BEAR™








Marcus Cornish
Bronze
Unveiled 2000
Platform One, Paddington Station

Located in pride of place, underneath the station clock on Platform One of Paddington Station, this bronze statue of the much loved fictional character *Paddington Bear* was unveiled by the author of the Paddington stories, Michael Bond, on 24 February 2000. The statue by London based sculptor Marcus Cornish (b. UK 1964) is based on the book illustrations of Paddington by Peggy Fortnum and shows Paddington, newly arrived from darkest Peru, sitting on his battered suitcase, with a label around his neck reading *Please look after this bear. Thank you. The location marks the spot where Paddington was first found by the Brown family, who welcomed him to their London home as described in the first of now more than twenty Paddington books A Bear Called Paddington, published in 1958.*

Appendix

Photo: @harborviewhotel

Preliminary Budgets - Summary

#	Project	Key Partners	Estimated Budget	Recommended Funding	Possible Funding Sources & Examples
1	 Guide sustainable development by supporting formal district management	Town of Edgartown EBT Existing Cultural Organizations Public funding grant writer and as needed	\$60,000-\$80,000 over ~two years depending on approach	State District Specific Grants Federal	Depending on applicable district designations, funding can be found through programs like Tourism Destination Marketing District, Mass Cultural Districts, etc.
2	 Create Mobility Plan	Town of Edgartown / Master Plan Committee Transportation Consultant EBT Stakeholders	Year 1: \$50,000 - \$100,000. Projects recommended in plan: TBD \$1-\$3 million	Year 1: Federal – EDA	Community One Stop for Growth: and/or EOEEA – Planning Assistance Grant (natural resource consumption) Implementation: MassDOT; MassWorks; Rural Development Fund
3	 Explore best practices / parking benefits district to ease seasonal traffic	Town of Edgartown Transportation Consultant EBT Stakeholders	Parking Study: \$25,000-\$50,000 Payment software and infrastructure, training and public education: \$150,000-\$175,000	State Parking revenue = direct net positive program	Community One Stop for Growth: Plan Implementation: MassDOT and/or municipal budget
4	 Be data-driven: conduct market / economic impact study	Econ/Market Consultant EBT Steamship Authority Airport Hotels MV High School Students (Intercept Survey Team)	Cumulative: \$160,000 Phase I: \$25,000 - \$50,000 depending on scope Phase II: \$135,000	State	MDI as a downtown technical assistance grant (\$25,000) especially if data is to inform both future marketing and business investment + EDA Competitive Tourism Grant
5	 Create a Wayfinding Master Plan + implement key physical and virtual touchpoints	Town of Edgartown Planning consultant EBT Stakeholders Historic & Cultural Orgs	\$130,000 (across multiple components)	State Federal	EDA Competitive Tourism Grant MassDOT SS&S – Safe Streets and Paths MOTT for marketing component

Preliminary Budgets - Details

1) Formalize District Management (Administrative Capacity)

Medium Budget – under \$200,000

\$60,000-\$80,000 over ~two years depending on approach

- Grant sourcing and grant writing
- Additional specialized professional services as needed to fill in any critical gaps (in addition to consultants that will provide services as part of grant funding / through RFPs etc)
- Economic recovery project management and reporting
- Planning process to formalize District Management

Potential Sources of Funding

- Mass Downtown Initiative
- Depending on applicable district designations, funding can be found through programs like Tourism Destination Marketing District, Mass Cultural Districts, etc.

2) Edgartown Mobility Plan (Public Realm)

Large budget (+\$200K):

- Year 1: \$50,000 - \$100,000.
- Projects recommended in plan: TBD, \$1-\$3 million preliminary estimate

Potential Sources of Funding

- Community One Stop for Growth: and/or EOEEA – Planning Assistance Grant (natural resource consumption)
- Implementation: MassDOT; MassWorks; Rural Development Fund
- EDA ARPA Travel, Tourism & Outdoor Recreation grants (Competitive Grant)
- MassDOT Shared Streets & Spaces and MassTrails grants
- Other Massachusetts CARES act programs (TBD)
- ARPA grant funding through other state programs (TBD)
- Destination Development Capital Grant

Preliminary Budgets - Details

3) Explore Parking Benefits District (Public Realm)

Medium Budget – under \$200,000

PBD establishment:

- The budget to establish a PBD will depend on how the work is carried out. There could be no cost to the Town to establish a Parking Benefit District if administrative responsibilities can be conducted by existing departments/employees. A Town department (i.e. Planning, Highway or Treasurer) or other individuals involved in parking and/or financial operations will most likely manage and develop the PBD framework. Alternatively, a community group could prepare all materials and guidance on behalf of the Town to minimize municipal effort/cost. A consultant can be hired to assist.

Parking Study (recommended):

- Depending on participation of Town staff and volunteers and complexity of scope, typical parking studies can range from \$25k to \$75k for this geography. [Assume \$25k - \$50K]

Parking pricing equipment:

- Depending on selected technologies and geographic area of pricing, a small district of traditional meters can be installed for under \$25k, whereas a larger area with pay-by-cell and kiosks can exceed \$250k. [Assume \$150,000-\$175,000 , inclusive of training and public education]

Potential Sources of Funding

- DHCD Massachusetts Downtown Initiative which is part of the Community One Stop for Growth Program (a single application portal).
- MassDevelopment Commonwealth Places grant
- Upcoming CARES and ARPA grant streams (TBD)

4) Market / Economic Impact Study (Revenue and Sales)

Low Budget – Phase I: under \$50,000

Medium Budget - Phase II: under \$200,000

Preliminary estimate of total: \$160,000 - scalable and phase-able

Budget includes / assumes:

- Data collection from critical partners
- Cell phone data / geofencing strategy for longitudinal comparisons and mapping of results
- Visitor intercept surveys on ferries
- Collection and analysis of select point-of-sale data from participating businesses

Potential Sources of Funding

- REDO grant
- Cares Act funding distributed to Dukes County
- EDA Travel and Tourism Grants
- Potential sponsorship from partners

Preliminary Budgets - Details

5) Wayfinding Master Plan + Implementation of Key Physical and Virtual Touch Points (Cultural/Arts)

Medium Budget – under \$200,000

Preliminary estimate: \$130,000 across multiple components. See Process section for details.

*Assumes Town branding is already established

Master Plan inclusive of community planning and preliminary bids for key elements	\$30,000
Virtual map and database	\$20,000
Signage design and installation	\$30,000
Map wall / large scale photos in visitor center or other key location	\$10,000
Virtual content / user experience	\$20,000
Print materials / design and production	\$10,000
Launch campaign, event and PR	\$10,000
TOTAL	\$130,000

Potential Sources of Funding

- EDA Competitive Tourism Grant
- MassDOT SS&S – Safe Streets and Paths
- Mass Cultural Council
- MOTT for marketing component
- National Association of Realtors grants
- National Trust for Historic Preservation grants
- Local sponsors



Harbor View Hotel House with bathers and boater, 1896
Source: Baldwin Coolidge in the Collection of Historic New England,
PC001.02.01.USMA.0910.0040.001